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EMPLOYEE EVALUATION

1. The Committee has not conducted any original research in the controversial field of employee rating or evaluation systems. It has been guided, however, in reaching its conclusions by the voluminous research that has been conducted since the War by the Armed Forces, the Civil Service Commission, other government Agencies (especially the Department of State) and industry, including management consultants.

2. Conclusions which have led to the development of the proposed Personnel Evaluation Report are:

- a. The primary purpose of an evaluation system is to insure to the Agency and to the employee the best use of his aptitudes, knowledges, skills and interests. Evaluation of these factors is the first step in planning a career development program for the individual.
- b. An employee evaluation system, to be effective, requires proper training of the supervisor making the evaluation and discussion between the employee and the supervisor. Since valid estimations of performance can only be made if the employee has thoroughly understood what is expected of him, the system must insure an understanding between the supervisor and the employee concerning the job to be done.
- c. Adoption of a "forced choice" system is not practical without an extensive research program within CIA extending over a period of at least twelve months.
- d. "Comparison" type ratings, that lead to comparisons between employees on the basis of single adjective or numerical ratings, are largely subjective and difficult to standardize, often lead to hard feelings and costly appeal procedures, and usually serve no constructive purpose.
- e. A single basic system is necessary in order to provide a common denominator for the evaluation of all employees. It must be simple and easy to execute and to handle administratively.

3. An evaluation system must encompass both past performance and future potential. It can be only as good as the understanding and cooperation, of both employee and supervisor, which enter into its execution. Therefore, an Evaluation Manual containing instructions and procedures will be prepared and indoctrination of all employees will be required when the system goes into effect. Both employees and supervisors must realize that an individual who is a "supervisor" looking down the ladder, is also an "employee" looking up.

4. (See photostat of proposed Personnel Evaluation Report immediately following. Minor changes are presently being made to this. Another draft is expected on 28 January 1952.)

Photostat of
Personnel Evaluation Report